

Appendix A

Curriculum Vitae of Principal Investigators and List of Faculty Teams

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Richard L. McCline. Ph.D.

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Richard L. McCline

I.1. Faculty Curriculum Vitae

I.1. Resume-General Information

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I.2. Education

- **Ph.D.:** Tulane University, A.B. Freeman School of Business, New Orleans, Louisiana: Ph.D. in Organizational Behavior; areas of research interest include entrepreneurship and factors affecting venture creation and development; investigating the application of procedural justice theories and casual account theories to operational processes of organizations; assessing the effects of stereotyping and diversity on organizations, and investigating the practical implications of the strategic management processes of public and private organizations.
- **MBA:** Northwestern University, Kellogg Graduate School of Management, Evanston, Illinois: Master of Business Administration (MBA), with concentration in Marketing.
- **BS:** University of Illinois, Champaign-Urbana, Illinois: Bachelor of Science Degree, with concentration in Microbiology.

I.3. Professional Experience

Academic Experiences:

1996 to Present San Francisco State University
Co-Director Ohrenschall Center for Entrepreneurship
Associate Professor
Department of Management
College of Business
San Francisco State University San Francisco, CA

CLASSES TAUGHT

Management 831: Entrepreneurship and Small Business Management- the course begins with a look at the entrepreneur. A particular way of thinking about entrepreneurial activities is developed. We explore the concept of entrepreneurship through cases, readings, and guest speakers.

- **Management 832: Resource Acquisition in the Entrepreneurial Context** - This course is the logical follow on companion for Mgmt 831. I developed it to help focus entrepreneurs on:
 - Understanding and mastering techniques that can assist him/her in identifying sources of needed resources
 - Understanding and gaining experience in using strategies that positively influence others to provide needed resources, i.e., syndicating risk
 - Expanding their personal and business networks
 - Appreciating the role of politics in obtaining specific agenda (e.g., venture creation), and
 - Building coalitions and alliances in the Internet driven marketplace.

This course gives a realistic understanding of politics in the entrepreneurial context as the art and science of getting things done. Being "political" at work usually has the negative connotations of "dirty politics." Politics as we use the term in this course, however, means something much broader. The term covers many entrepreneurial activities that can build more cooperative, productive, and satisfying professional relationships.

- **Management 430: Undergraduate Entrepreneurship and Small Business Management (Entrepreneurship I)** - Seminar exploring the complexities of creating a new enterprise. Concentration is focused on the impact of the innovative thought process and its role in venture creation. The primary focus of the course is on the behaviors involved in forming new enterprises: recognizing and evaluating opportunities; identifying customers; estimating demand; selling, writing and presenting a business plan; and exploring the ethical issues entrepreneurs face.
- **Management 431 (Entrepreneurship II):** - This course complements Mgmt 430 and encompasses much of the basic material presented in its graduate equivalent, Mgmt 832. The approach used in this course should enable the student to obtain control over the resources needed to launch his/her venture, if he/she works diligently to apply insights about the strategies and tactics of influence. The effective use of influence, as well as effective responses to the influence efforts of others, requires a study of basic psychological principles and behavioral strategies associated with the influence process. Elements of this course, therefore, will explore concepts useful as part of an overall framework for thinking about influence--in organizations as well as in all of life.
- **Management 432: Understanding and Establishing Strategic Advantage in the Entrepreneurial Context** - This course is designed to help close the gap between determining the feasibility and quality of the opportunity and actually starting the venture. An entrepreneurial venture is the result of a unique set of circumstances involving the entrepreneur; a business idea; the context (environment) surrounding the business idea; and the activities or strategies undertaken to weave the entrepreneur/business/context into a viable, profitable and on-going concern. Specific skill building activities include:

- **The Endowment Questions** - Understanding the process of identifying the key drivers in the external and internal environments; what are the unique strategic resources provided by the Entrepreneur and her team that portend success in the chosen niche?
- **The Venture Questions** – Understanding the organizational form that will be used to pursue the identified market opportunity; what will give the venture a strategically competitive, sustainable advantage?
- **The Opportunistic Adaptation Questions** – Understanding how the venture will deal with the ongoing uncertainty that is inherent in the entrepreneurial venture environment; how will cash flow be maximized; how will the venture syndicate the risk and develop strategic alliances that enhance the success prospects of the organization.
- **Mgmt 567: Internship in Entrepreneurship** – This course is designed to give the student a first hand (non-paid) experience with a practitioner. Emphasis is upon having the student “shadow” the entrepreneur as much as possible and to assume responsibility for a clear project that can be accomplished within the time frame of the semester.
- **Mgmt 682: Business Government and Society** – This particular course is outside the general Entrepreneurship curriculum but is a required course for the Management Department. Equally important in this case is my research interest in the “socially responsible entrepreneur” who emerges as a relevant factor when one considers the intersection of business activities and society in which these activities are embedded.

Other Academic Appointments

- ***Distinguished Visiting Professor***, Summer, 2000
School of Business
Los Andes University
Bogotá, Colombia, South America

Presented series of lectures to faculty and students at Los Andes University in Bogotá, Colombia; Los Andes is generally considered to have the leading business school in Colombia in perhaps the top overall university in Colombia. Based upon our relationship, the university has proposed a faculty and student exchange program with SFSU; discussions are in progress.

- ***Visiting Professor of Entrepreneurship***, Summers 1997 to present
A.B. Freeman School of Business
Tulane University
New Orleans, LA, USA

Tulane’s AB Freeman School of Business is ranked in top 50 for all US business schools --#38, US News and World Report. McCline has accepted this appointment for the past several summers from the Business School at Tulane University. The summer program

attracts a very talented group of students from Colombia (South America) and Mexico who were competitively selected for the “honors” program that brings them to Tulane.

Prior to Appointment at SFSU:

- **1987 to 1992** California State University at Hayward
School of Business and Economics
Adjunct Faculty/Deputy Director
Center for Environment Studies

McCline taught a wide variety of courses within the business school including:

- **Management 3600 - Theories of Management** - this is the basic survey course on theories of management;
- **Management 3680 - Industrial Relations** - this course focused upon the interplay between the often conflicting interests of labor and management, incorporating the forces of the external environment (e.g., implications of legal requirements), the moral effects of leadership and selected comparisons of the cultural (foreign and domestic) impact on labor/management relationships;
- **Management 4500 - Business Government and Society** - this course was structured to require the student to understand the assumptions behind a regulated and unregulated market; attention was given to the historical background of capitalism and its evolution to the current economic system; the intersection between business, government and society was examined in the context of this historical discussion;
- **Management 4670 - Multinational Business** - this course focused upon the impact of external forces on the strategic planning and operations of multinational companies; students were required to understand the implications of financial factors (e.g., interest rates and inflation) upon global transactions; additionally, selected foreign environments were contrasted to the U.S. domestic business environment with an emphasis upon understanding the strengths and weaknesses of different approaches to business-government interactions;
- **Management 4650 - Strategic Management** - this course is considered the capstone course for students who majored in business; it emphasized case studies that challenged the student to utilize a full range of analytical skills within the framework of strategic planning; McCline's extensive experiences in the "real world" of business facilitated lively discussions of student developed strategies within the context of the case study format;
- **Entrepreneurship** - although this subject was not offered formally at California State University at Hayward, McCline has given numerous seminars on the trials, tribulations and triumphs of entrepreneurs, including the development of business plans, understanding the advantages and disadvantages of various legal forms, use of government programs, identification of market opportunities, etc.

McCline received consistently high ratings from his students and peers. (Specific information on these ratings is available upon request.)

- **Co-Founder - Center for Business and Environmental Studies** - Drawing upon his significant experience as a senior manager in the private sector, McCline co-founded the Center for Business and Environmental Studies (California State University at Hayward) to foster the understanding and promotion of public/private partnership in developing solutions to global environmental problems. The Center secured research grants with the state of California Board of Integral Waste Management, the city of San Francisco and the Mission Housing Development Corporation (San Francisco, California).
- **Executive Committee – San Francisco Community Recyclers** – As an outgrowth of his association with the Center for Business and Environmental Studies (thus, this activity is listed here), McCline also serves as a Board member (Executive Committee) for the San Francisco Community Recyclers that was, at the time, the largest community based recycling organization in the city of San Francisco.

Private Sector Experience:

General Statement of Experience:

McCline has demonstrated a consistent ability to achieve success in a variety of situations. His skills at managing people toward the achievement of goals important to the organization are unique qualifications that surface regardless of the environment. These skills are deemed useful in the classroom and in scholarly endeavors with colleagues.

His "people skills" have been shown to be effective across many situation including: in the corporate sector as a retail store manager, a district supervisor, General Manager and a Senior Buyer/Merchandiser; in the public sector as co-organizer, leader and Chief Executive Officer of a cultural diverse consulting organization with a national reputation for providing quality expert assistance to a variety of federal, state, and local public entities; and in the entrepreneur sector as co-founder of two successful small businesses

Jewel Companies - After receiving an MBA from Northwestern University, McCline had a broad exposure to a variety of operating management positions in the private sector. Set company records for sales and earnings. Store's success allowed his management team to function very much like that of an entrepreneurial enterprise. It was early "intrapreneurialship" in its most exciting version. McCline was given a unique opportunity to move into the staff side of the business with a promotion to Buyer/Merchandiser. Within two years, received progressively more responsibility to become largest (in terms of units, commodities and volume) Buyer in the department. Gained national recognition from suppliers for creativity, innovativeness and fairness. Conceived and implemented several merchandising programs which had positive effects on the entire corporation.

James H. Lowry and Associates - Recruited as a senior executive and had immediate responsibility for managing several important clients/projects. The U. S. Departments of

Transportation, Commerce and Labor were all project clients in addition to other entities such as the City of Oakland, City of Chicago, Small Business Administration, etc. Importantly, success with initial assignments led to the opportunity to open and manage the new west coast operations of the firm. Promoted to Regional Vice President and, after important successes, was offered a position as company President with total operations and budget responsibilities. Chose to accept the opportunity described below with the Golden State Business League, Inc. (GSBL).

Following the intense and rewarding experiences with GSBL, McCline elected to pursue his lifelong interest in teaching. In line with this more focused shift in career goals, McCline joined the faculty of California State University at Hayward as a lecturer in the School of Business and Economics. In this capacity he earned the respect of his colleagues as a leader in emphasizing the need for business schools to address the managerial challenges that arise from the interaction of business enterprises with government and society. McCline's teaching interests specifically concerned improving the understanding of the impact of rising environmental concerns upon business organizations and managerial decision-making.

Specific Business Experience:

Corporate:

- **Golden State Business League, Inc., Oakland, California Executive Vice President, 1982-1987**

McCline was invited to join an effort to restructure and revitalize the Golden State Business League, Inc. Successfully transformed the organization into an entrepreneurial opportunity. GSBL became the dominant consulting entity on the west coast in the areas of small and minority owned business development (i.e., marketing strategy, business plans, staff training, etc.), and small business (especially high-tech oriented small businesses) financing and start-up. Consulting services were also provided to large prime contractors to assist them in identifying and managing their subcontractors. McCline managed GSBL's growth to a multi-million dollar operation, respected as a quality provider of consulting services with a national reputation.

As the driving force behind GSBL, McCline received a number of awards in recognition of his contribution to the advancement of small and disadvantaged businesses. GSBL's client listing was extensive, including the U.S. Departments of Commerce, Defense, Energy, Housing and Urban Development, cities of Oakland, San Francisco, and Berkeley, Arthur D. Little, Price-Waterhouse, Lockheed, State of California-Department of Commerce, Office of Economic Opportunity, Office of Business Trade and Development, and the Easy Bay Municipal Utility Department.

- **James H. Lowry and Associates, Chicago, Illinois-Senior Associate In Charge of West Coast Operations, 1980-1982**

As Senior Associate with James H. Lowry and Associates, McCline concentrated in business development and management. Served as project manager of a U.S. Department of Transportation study analyzing the problems minority businesses encounter doing business with DOT. Was also responsible for managing a study for the Chicago Regional Transit Authority to demonstrate how to implement service cutbacks while continuing to provide equity in transit service availability. Also managed the U.S. Department of Commerce funded Business Development Center and a number of other major projects. Successfully expanded the company's operations to the west coast from Chicagoland home. Operational success led to the offer to become company president.

- **Jewel Food Stores, Melrose Park, Illinois -Buyer/Merchandiser, 1977-1980**

As a Merchandiser/Buyer for one of the largest food retailers in the country, directed company-wide plans for sales, gross margins, pricing and promotions. Controlled more than 25 percent of the total company dry grocery warehouse volume. Implemented innovative sales promotional strategies. Evaluated marketing programs for major supplying companies. Recognized as a leader in designing market specific, sales programs for assigned categories.

- **Jewel Food Stores, Melrose Park, Illinois - General Manager Grand Bazaar, 1970-1977**

Served as a General Manager for the Jewel Grand Bazaar, overseeing the entire profit/loss responsibility for the largest retail facility in the company. Supervised over four hundred (400) employees and directed their day-to-day activities. The facility was the most profitable in the entire chain. Served earlier in successfully more responsible positions of management, including District Supervisor before moving to the Grand Bazaar assignment.

- **Hensal Management Group, Chicago, Illinois - Senior Consultant, 1975-1980**

Served as Senior Consultant to small businesses. Developed considerable expertise in new business start-up strategies and problem solving in all functional areas of business.

- **Quaker Oats Company, Chicago, Illinois - Marketing Specialist, Summers 1968-1969**

Involved in new products' laboratory testing and specifications analyses. Also worked with the Market Research Department to conceptualize approach to shelf-space allocation at the retail level.

- **Chicago State University, Chicago, Illinois - Guest Lecturer and Associate Instructor, 1970-1975 - Instructor in the areas of Marketing, Personnel and Business Management, and Small Business Development.**

Entrepreneurial

- Co-founder of Diversified Distributors to Service Markets (*DSM*), a multi-million dollar distributor of ethnic hair care products in Chicagoland market.
- Co-founder of *Soul-Chef, Inc.*, a packager and marketer of frozen and canned food products targeted toward selected customers in major metropolitan markets.
- Board Members of several companies in the San Francisco, Chicago, and New Orleans areas.

I.4. Honors and Awards

- Co-Recipient of 2000 Affirmative Action Award (with Professor S. Bhat)
- Recipient of 1998 Community Service Learning Grant from the San Francisco Urban Institute
- Received Award as presenter to the Leadership Certificate Program, 1998.
- Recipient of 1996-97 Affirmative Action Faculty Development Program Award
- Co-Recipient of 1997 College of Business Council Award
- Doctoral Fellowship from California State University, 1992 to 1996.
- Doctoral Fellowship, Tulane University, 1992 to 1996
- Appreciation Award-Export Now Committee, U.S. Department of Commerce 1988.
- Appreciation Award-Martin Luther King Celebration Committee, Office of the Governor, State of California, 1989-1991.
- Outstanding Contributor to Minority Business Development, U.S. Department of Commerce, 1984.
- Outstanding Young Black Americans, 1976, 1982.
- Service Award-Teshan Youth Organization, 1977.
- Outstanding Merchandiser of the Year, Nestle Company, 1977.

I.5. Professional and Civic Activities

- **Consulting Projects**
- Project with the State of California – Department of Health and Human Services – 2002: Provided expert survey assistance to the state to evaluate its pilot efforts to convert from paper food stamps and checks to an ATM like process.
 - Lead team as Principal Investigator, which included five other faculty members and some 25 students;
 - Conducting over 800 surveys of food stamp recipients in Alameda and Yolo counties in an approximately 2-week period.
 - Conducted over 125 surveys of retail clerks in an approximately 2 week period in pilot counties to determine training and overall acceptance of the new ATM like process, which replaced the paper coupons and county assistance checks.
 - Conducted series of interviews with Community Based Organizations and other key players in the community in an approximately 2 week period to collect their feedback on how the changeover was affecting their respective constituencies
 - Provided statistical interpretation of survey responses and developed recommendations to address the problem areas uncovered by the survey and interview data.
- Project with the Port of Oakland 2000- 2002
 - Organized and led multidisciplinary team in developing an Internet based approach to recruiting small business into the data base of firms eligible to compete in procurement and supplying opportunities generated by the Port of Oakland;
 - Pilot project will involve periodic surveys of some 2500 small businesses in the bay area.
- Project with the Renaissance Entrepreneurship Center - 2002
 - Organized and led team of students and faculty engaged to survey some 200 small businesses clients regarding the training and assistance provided by the Renaissance.
 - Developed recommendations to guide the strategic direction of the Renaissance based upon the data collected from the respondents.
- Selected Speaking Invitations:
 - Presenter – National Business Incubation Association – at the 15th International Conference on business Education, concerning how to “Creating a Positive Culture Within Your Incubator,” June, 2001
 - Guest Panelist – The Greenlining Institute, participated as a discussant on the role of business in strengthening the minority community’s access to resources (June, 2001).

- Panelist - Rainbow Push Digital Divide Conference 2001 – Panel member, San Jose, CA, April, 2001.
- Presenter – Entrepreneurship Overview for the US – at the invitation of the Japan Institute, SFSU, made presentation on the concept of Entrepreneurship and the Internet on behalf of the Institute to group of visiting Japanese entrepreneurs, March, 2000, SFSU campus.
- Presenter – Overview of Entrepreneurship – at the invitation of Chair of Management, SFSU Professor Ed Ericson, made presentation to undergraduates on the nature of the Entrepreneurship concentration within the Department of Management; made similar presentation on behalf to Ohrenschall Center for Entrepreneurship to the undergrads in Professor Albert's core Management course, Spring, 2000.)
- Presenter – Digital Divide Program – at the invitation of Dean Monteiro, University Dean of Human Relations, SFSU, served as panel member in discussion of the Digital Divide in cooperation with KQED television, fall 1999.
- Featured Articles:
 - San Francisco State Business School Brochure – short feature story on the Ohrenschall Center for Entrepreneurship
 - *In the News*, Vol. 6 No. 1, fall 2000 – front page story on McCline
 - Also featured in several TV interviews during appointment at SFSU (video included in WPF)
- Presenter – California African American Business Summit 2000, May, 2000, Oakland, CA
- Association of Marketing Majors of I.T.E.S.M. Campus in Monterrey, Mexico. ITESM is generally conceded to be the leading private university in Mexico (Invitation for spring 1999 or 2000).
- Member – Alumni Relations Advisory Board, a newly created Board formed by Vice President James Collier (University Advancement) which is tasked with “providing advice to a newly organized unit within the Division of University Advancement, the Department of Annual Giving and Alumni Relations.” The Board is planned to have its first meeting in fall, 2001, at which time a more detailed set of responsibilities and activities will be articulated.
- Member – Search Committee for Strategic Management Tenure-track appointee, 2000.

SFSU Final Report for the EBT Project: SFSU Grant No. 6-93614

- 1999 to present – Appointed to the Oakland Tourism Commission Board of Directors
- 1999 to present- Elected to the Vice President of the Board of Directors of the San Francisco (small business) Renaissance Incubator- the Incubator has a national reputation and has just recently made a major coup by purchasing its own building in the south of Market area.
- 1998 to present - Served as Faculty Advisor/Sponsor and organizer of the Web Developers Club- this student organization will help SFSU students become more familiar with Internet commerce and develop skills that will make an entrepreneurial career more likely.
- 1997 to present - Elected President of the Oakland-5 Counties Black Chamber of Commerce-Chamber has a 23-year history and is a strong voice in the bay area for minority and women entrepreneurs.
 - Gained national recognition for the Chamber's Cyber-Business-Center initiative which was presented at Michael Porter's (renowned Harvard Professor) 2001 Initiative for a Competitive Inner City- Graduate Business School Inner-City Leadership Conference, Cambridge, MA, April, 2001.
 - Secured major project with Bank of America (6 figure budget) for the Chamber (significant number of articles in local media will be included in WPF; articles in San Francisco Business Times, the Chronicle, the Oakland Tribune and Alameda Business Times)
 - Obtained significant funding support for team of minority entrepreneurs in downtown Oakland (also significant favorable coverage in local media)
 - Participation in 18th Annual San Francisco Regional Minority Enterprise Development Week Celebration (sponsored by regional office of US Department of Commerce, Minority Business Development Agency.
 - Attended variety of community meetings regarding my leadership role in community and especially within the African-American business community, consistent with my role at SFSU
- 1997 to present - Served as Faculty Advisor/Sponsor and organizer of the "E" (entrepreneurship) Club; the club enables SFSU students to have active input into the operations and offerings of the Center for the Study of Enterprise.
- Received Award from SFSU Leadership Program (1998) as presenter to the Leadership Certificate Program.
- Member – Provost Ad-Hoc Committee on Multi-Media, 1998

- Member – Search Committee for Human Resources Tenure-track appointee, 1998
- Negotiated offering of free business plan software for the business computer lab (1998).
- Board member and Chair, Entrepreneurial Education, United States Association of Small Business and Entrepreneurship, 1997 to 1998.
- Reviewer, ICSB World Conference, 1997.
- Reviewer/Member-Organizational Behavior Division's 1994 Program Committee, Academy of Management.
- Ad Hoc Reviewer-Social Science Research, 1996 to present.
- Member of Executive Committee, San Francisco Community Recyclers, 1990-1992.
- Member of Advisory Council-Small Business Administration - San Francisco Region, 1987- 1990.

I.6. Publications and Presentations

Publications

McCline, R. L. - Refereed Publications

- With **Gilinsky, A., Stanny, E., & Eyler, R.** (2002)– *Does size matter: Empirical investigation into the competitive strategies of the small firm.* Journal of Small Business Strategy.
- With **Bhat, S., & Baj, P.** (Winter, 2000) – *Opportunity recognition: An exploratory investigation of a component of the entrepreneurial process in the context of the health care industry.* Entrepreneurship: Theory and Practice, 25, No. 2, 81-94.
- With **Bhat, S.** (Winter, 2000) – *Opportunity framing and networks: An empirical investigation of the role of social context in explaining venture creation by high tech entrepreneurs.* Proceedings of the 2001 International Applied Business Research Conference, March, 2001, Cancun, Mexico.
- With **Bhat, S., & Baj, P.** (2000) – *Empirical examination of the factors contributing to the high presence of ethnic minorities in Silicon Valley high tech start-ups: Does the classic entrepreneurship profile survive cross-cultural analysis?* Frontiers of Entrepreneurship Research - 2000, Proceedings of the 2000 Babson – Kauffman Foundation Entrepreneurship Research Conference, Babson Park, MD.

- With **Gilinsky, A., & Eyler, R.** (2000) – *Best practices along the life cycle of northern California wine businesses.* Australian & New Zealand Wine Industry Journal, July-August, 42 – 49.
- With **Gilinsky, A., & Eyler, R.** (2000). A study of best practices in the Northern California wine industry. PW Practical Winery & Vineyards, March/April, 1-3.
- With **Gilinsky, A.** (1999). *Socially responsible entrepreneurs as a macroculture.* Frontiers of Entrepreneurship Research - 1998, Proceedings of the 1998 Babson – Kauffman Foundation Entrepreneurship Research Conference, Babson Park, MD.
- With **Brief, A., Buttram, R. T., Reizenstein, R. M., Pugh, D. S., Callahan, J., & Vaslow, J.** (1997). *Beyond good intentions: The next step toward racial equality in the American workplace.* The Academy of Management Executive, 11, 55-66.
- With **Brief, A. P., Buttram, R. T., Elliott, J. D., Reizenstein, R. M.** (1995). *Releasing the beast: A study of compliance with orders to use race as a selection criterion.* Journal of Social Issues, 51, 177-193.

McCline, R. -Refereed Publications – Submitted Manuscripts

- With **Gilinsky, A.** - *Socially Responsible Entrepreneurs: An Empirical Investigation* - this manuscript was previously submitted to the Academy of Management Journal.
- With **Gilinsky, A., R. & Eyler, R.** (2000). *The influence of entrepreneurial and administrative style on venture strategy and environmental perception: An empirical investigation.*

McCline, R. - Publication: Book Chapter

- With **Bobocel, D. R., & Folger, R.** (1997). *Letting them down gently: Conceptual Advances in Explaining Controversial Policies.* In C. L. Cooper & D. M. Rousseau (Eds.). Trends in organizational behavior, 4, pp. 73-88. Sussex, England: John Wiley & Sons.

McCline, R. - Publication: Case

- With **Gilinsky, A.** (2000). Kimpton Case Study (and Teaching Notes). In Thompson & Strickland's Strategic Management textbook.

Papers Presented:

McCline, R. - Presentations

- With **Viek, C., & Orion, T.** (2001). *Creating a Positive Culture Within a Small Business Incubator.* Presentation at the 2001 International Conference of the National Business Incubator Association, San Jose, CA, May, 2001.

- With **Eisman, G., Gilinsky, A., & Smith, E.** (2001). *The Cyber Business Center Initiative* – Presentation at the 2001 Initiative for a Competitive Inner City- Graduate Business School Inner-City Leadership Conference, Cambridge, MA, April, 2001.
- With **Bhat, S.** (Winter, 2000). *Opportunity framing and networks: empirical investigation of the role of social context in explaining venture creation by high tech entrepreneurs*. Presentation at the 2001 International Applied Business Research Conference, March, 2001, Cancun, Mexico. (Note: this item is also listed as a refereed publication after it was also accepted for publication in the official conference proceedings.)
- With **Bhat, S.** (2000). *An empirical examination of the factors contributing to the high presence of ethnic minorities in Silicon Valley high tech start-ups: Does the classic entrepreneurship profile survive cross-cultural analysis?* Paper presented at the Babson International Research Conference, Babson Park, MD, June, 2000. (Note: this item is also listed as a refereed publication after it was also accepted for publication in the official conference proceedings.)
- With **Gilinsky, A., & Eylers, R.** (1999). *The Influence of Managerial Style on Strategy Development and Environmental Perception: An Empirical Investigation* - Paper presented at the International Conference of the Strategic Management Society, Berlin, Germany, October, 1999.
- With **Gilinsky, A., & Eylers, R.** (1999). *Entrepreneurial Growth Strategies: An Exploratory Study of the California North Coast Wind Industry* presented at the International Conference of Small Business in Naples, Italy, June, 1999.
- With **Gilinsky, A.** (1999). *Kimpton Case and Instructor's Manual* presented at the Annual Conference of the North American Case Researchers Association in Santa Rosa, CA, October, 1999.
- With **Gilinsky, A.** (1998). *Socially responsible entrepreneurial ventures as a macroculture*. Babson College/Kaufman Foundation Entrepreneurship Research Conference. Brussels, Belgium.
- With **Gilinsky, A.** (1997). *Strategic implications for entrepreneurs claim to be socially responsible*. 17th Annual International Conference of the Strategic Management Conference. Barcelona, Spain.
- With **Gilinsky, A.** (1997). *Multicultural perspective of strategy: The case of socially responsible business*. International Conference on the International Council of Small Business 1997 Conference. N. Kreuger, Workshop Chair, San Francisco, CA.
- With **Dietz, J., Brief, Hayes, E., A.P., Callaghan, J.** (1997). *Trait Affect as a moderator in the state affect-absenteeism Relationship: When is attending work a means of maintaining good mood*. Annual Conference of the Industrial and Organisational Psychology Conference -1997. Melbourne, Australia.

- With **Folger, R. McDannell, J.** (1994). What makes you think this policy is fair? *Academy of Management Meeting, August, 1994. A. Cobb Chairperson, Dallas, Texas.*
- With **Buttram, R., Brief, A., Elliott, J., Reizenstein, R.** (1994). *Using race as a selection criterion.* Academy of Management Meeting, August, 1994. F. Jones Chairperson, Dallas, Texas.

Works In Progress:

- **Nicholson, McCline** et al. – *Cross-cultural examination of the key cultural factors of selected countries.* Paper is results of experiences gained from teaching entrepreneurial students from Colombia (South America) and Mexico. Collaborating with others colleague using updated look at the classic Hofstede- cultural variables, which note differences among countries. Tentative collaboration will look at Colombia, Brazil, Italy, Mexico and Peru. Later comparison will use the Entrepreneurial Style Questionnaire (see McCline and Bhat EPT article in the WPF for more details on this; briefly, the scales are based primarily upon U.S. based research. The existing research provides a basis for comparing these behavior patterns in other cultures for purposes of generalizability and validity).
- **McCline, R., & Bhat, S.** – *Risk taking and Networking within the Silicon Valley entrepreneurial ethnic community: An exploratory look at the cognitive factors that influence the process of network and risk taking as they affect the venture creation process.* (Paper based upon the presentation made at the Babson International Research Conference, 2000; paper has been submitted in response to Special Call for Papers Entrepreneurship, Theory and Practice Journal, relative to a special edition that focuses on cognitive factors and entrepreneurship which is precisely the focus of this manuscript.)
- **McCline, R.** - *Empirical analysis of the development of human resource management function in socially responsible small businesses*
- **McCline, R., & Bhat, S.** - Case study of the role of formal and informal networks in venture creation process in the high tech industry. (Currently in the process of doing some 20-25 interviews of entrepreneurs who used the **Tle** [Indian entrepreneurs] Organization to assist in venture creation.)
- **McCline** - Analyzing data previous collected but unanalyzed. Exploring the personal determinants of resistance to certain types of strategic policies.

Gerald S. Eisman

CURRICULUM VITAE

September 2002

**Professor, Computer Science
Director, Urban Technology Project**

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San Francisco, CA 94132

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Education and Degrees

1977, June: Ph.D., Mathematics; University of California, Berkeley

1975, June: M.A., Mathematics; University of California, Berkeley

1971, June: B.S., Mathematics; California Institute of Technology

Teaching and Work Experience

- Director, Urban Technology Project, San Francisco State University 2000-present
- Director, Office of Community Service Learning, San Francisco State University 1998-2000
- Chairman, Computer Science, San Francisco State University, 1989 –1998
- Professor, Computer Science 1988-present
- Director, SFSUnet, San Francisco State University, 1995-present
- Associate Professor, Computer Science, Indiana University -Institute Teknologi Mara Cooperative Program, Selangor, Malaysia 1986 - 1988
- Director, Academic Computing Facility, Saint Mary's College 1994-96
- Associate Professor and Chairperson, Department of Mathematics/Computer Science, Saint Mary's College 1980-1986
- Adjunct Faculty, Naval Post Graduate School 1980
- Mathematics Instructor, Monterey Peninsula College 1977-1980

Professional Societies

- Computing Professionals for Social Responsibility
- International Neural Network Society
- Association for Computing Machinery
- Oakland Black Chamber of Commerce

Grants, Awards, Contracts, Honors

- Governor's Commission on Building for the 21st Century, Technology Advisory Committee, November 2000-June 2001
- Chair, Technology Committee, Oakland Black Chamber of Commerce, January 2000-present
- CSU system-wide funded initiatives for service learning (\$2.35M over three years)
- Bank of America grant to Oakland Black Chamber of Commerce, 2000-2001 (\$200,000)
- San Francisco Citywide Tutorial Program AmeriCorps Grant, 1999-2001, (\$190,000 per year)
- Hewlett Foundation, Community Collaborators Award (co-author with Roma Guy, Mary Beth Love) 1999-2000 (\$150,000)
- Participant, UCLA Invitational Service-Learning Symposium, October 23-25, UCLA
- SUN Microsystems JavaStation Laboratory donation, 1998 (\$250,000)
- Oracle Corporation donation to SFSUnet, 1998 (\$18,000)
- Cisco Systems donation to SFSUnet, 1998 (\$45,000)
- SUN Microsystems Academic Equipment Grant, 1997 (\$36,000)
- Outstanding Teacher Award, SFSU, 1997-8
- Consultant, SF Department of Human Services, strategic planning, August-Oct 1997
- Oracle Academic Initiative Program, SFSU Coordinator, Sept 1997
- Cisco Networking Academy, Regional Academy Director, August 1997
- Reviewer, Sixth International World Wide Web Conference, Santa Clara, CA. May, 1997
- Consultant, SF Police Department, Domestic Violence Information System, 1996
- Dept Of Education, University Community Service grant (National) to SFSUnet 1995-96 (\$41,000) renewed 1996-97 (\$5,000)
- NSF Networking Infrastructure for Education grant 1996-97 (\$250,000) (awarded in partnership with SF Public Library)
- Election to Commission on University Strategic Planning 1995-96 selected to chair the CUSP planning group - Toward Community Responsibility
- Corporation for Public Broadcasting grant to CityLink/Bridge project to develop community wide education and information system for San Francisco 1994-96 (\$150,000) (in partnership with SF Public Library, KQED, SFUSD)
- Corporate donations to TheCityNet project (Chevron, Digital Equipment Corp) 1993-96 (\$40,000)
- Career Pro, Defense Conversion and Retraining Effort awarded to SFSUnet project, 1994-95 (\$50,000)
- Dept Of Education, University Community Service grant (California) to SFSUnet 1994-95 (\$8,000)

- Dept Of Education, University Community Service grant (National) to SFSUnet 1994-95 (\$36,800)
- SF Foundation, Bay Area Homelessness Project to SFSUnet 1993-94 (\$5,000)
- Dept of Defense contract to Neural Network simulator for pattern recognition 1990-91 (\$75,000) renewed February 1992 (\$71,000)
- ITM Research Grant (to pursue research in expert systems for malaria control) 1987
- NEH Summer Stipend For College Professors (to participate in seminar on the "Limits of Artificial Intelligence" at University of California, Berkeley) 1985
- Saint Mary's College Faculty Award (to attend International Association of Artificial Intelligence conference at the University of California, Los Angeles) 1984

International Experience

- Workshop Coordinator, Community Higher Education Service Partnership, Cape Town, South Africa, March 2001
- External Examiner, Comp. Sci, Centro Universitaria Regional del Norte. Esteli, Nicaragua 1994
- External Examiner, Computer Science Programme, University of Zimbabwe, December 1992
- External Examiner, Computer Science Department, Universiti Sains Malaysia, March 1991, re-appointed March 1997

Fields of Interest

Community Service Learning, Workflow, Neural Networks, Artificial Intelligence, Formal Languages, Automata Theory, Community Networking

Publications/Presentations

- "Intercalation Theorems for Derivation Controlled Lindenmeyer Systems", Bulletin of EATCS, August 1980
- "On Depth in EDTOL Systems", Theoretical Computer Science, 23: 155-169, 1983.
- "Synergy in Machines", Journal of Pure and Applied Algebra, 18: 155- 177, 1983
- "On the Ratio of Growth Functions in EDTOL Languages", Theoretical Computer Science, 29: 325 - 349, 1984
- "The New Connectionism and the Limits of Artificial Intelligence", Proceedings of CMCCC, Monterey, 1985
- "Using Games of Strategy to Teach Computer Logic", Proceedings of Educomp '87, MCCE & IPPN (Malaysian national conference on educational computing), November 1987, p. 66 - 72

- "The Difficulties in Engineering Knowledge: A Case Study - Building an Expert System in Malaria Control", Proceedings of the University of Malaya Conference on Expert Systems, University of Malaya, Kuala Lumpur, 1987, p. 21 - 29
- "A Neural Network which Computes the Square Root", Journal of Pure and Applied Algebra, 63, (1990) 29-47
- "Frequency Based Computation in Neural Networks", IJCNN Conference Proceedings, Vol II, (1991) 577-582
- "A Pulse Coded Neural Network for Pattern Recognition" Proceedings of World Congress on Neural Networks, Vol IV, (1993), p. 67-70
- "The Development and Evaluation of a Personal Computer Based Expert System for the Interpretation of Flow Cytometric Leukemic Cell Phenotype", with T.M.McHugh, T. Hamill, W. Looi, D.P.Sites (submitted to Journal of Cytometry)
- "Looking for Synergy in Community Service Learning Administration", presented at the 2nd Annual *Continuum of Service* Conference, Service Learning: Making It Work on Your Campus, March 3-5, 1999, California State University, Fullerton
- "Healthy Partners: San Francisco Hayes Valley Campus of Learners Program", presented at AAHE National Conference on Higher Education: To Form a More Perfect Union: Diversity & Learning April 1, 2000
- "What I Never Learned in Class: Lessons From Community-Based Learning", in Projects that Matter: Concepts and Models for Service Learning in Engineering, Edmund Tsang (ed), AAHE Series on Service-Learning in the Disciplines, June, 2000
- "Developing CSL Curriculum", one week workshop presented at the Community Higher Education Service Partnership, Cape Town, South Africa, March 16-17, 2001
- "The Cyber Business Center Initiative – Closing the Digital Divide Among African American and Hispanic Owned Businesses", presented at the 5th Annual Graduate Business School Inner-City Leadership Conference, April 27-28, 2001, Cambridge, Massachusetts
- "Service Learning Perspectives in Computer Science Courses", a panel discussion presented at the SIGCSE 2002, Cincinnati, Ohio, February 27-March 3, 2002

San Francisco State Faculty Teams
for the EBT Project

Oscar Coffey Team

- Crystal Wright
- Ronnie Weidman
- Tanisha Jackson
- Crystal Smith

Gerry Eisman Team

- David Eisman
- Rafael Cabreja
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- Mile Sen

Armand Gilinsky Team

- Joe Marcelo
- Fiona Chiu
- Jennifer Cogley

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- Jennifer Cogley
- R.T. Ateshia
- Sandy Yao
- Andira Fara

Barbara Scott Team

- Margaret Chang
- Chien-Cheng Chen
- Lauren DelaCruz
- Crystal Morris
- Shih-Ting Yao

Roblyn Simeon Team

- Diane Zhang
- Mayling Torres
- Marion Lowry
- Maria Nakasone
- Maricela Sanchez.

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- Margaret Chang
- Jennifer Cogley
- Francisco Nakasone

Appendix B

Survey and Interview Questions

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Client Survey – Alameda County

Survey No. _____
Survey of Client Satisfaction and Understanding
Of EBT Delivery System
(Alameda County)

We would like to ask you if you are using the new EBT system. We are doing a survey to find out how to make the system work better for you. We do not need your name or personal information. Your answers will only be used to improve the system.

1 = yes**2 = No****0 = N/A**

1. Did you or someone in your family receive any notices about the switch to the EBT system? [Yes___] [No ___]	P R O B E # 1
2. Did the EBT notices help you understand how the switch to the EBT system would happen? [Yes___] [No___]	
3. Did the notices make it clear how you would get your first EBT card? [Yes___] [No ___] [Not Applicable (N/A) ___]	
4. Did you have any problems getting your first EBT card? [Yes___] [No ___] [Not Applicable (N/A) ___]	
5. If you needed to get a replacement card, did you have any problems getting it? [Yes___] [No ___]	
6. Did you have any problems getting your first PIN (personal identification number)? [Yes___] [No ___]	
7. Did you get your EBT card in the mail? [Yes___] [No ___] [(N/A) ___].	
8. Did your PIN come at least one day later? [Yes___] [No ___] [(N/A) ___].	
9. Do you know about the Automated Telephone Service (Customer Service Help Line) for EBT? [Yes___] [No ___] (1-877-328-9677)	P R O B E # 2
10. Do you know you can change your PIN? [Yes___] [No ___]	
11. Do you know how to report a lost or stolen card? [Yes___] [No ___]	
12. Do you know about the EBT Training Help Line? [Yes___] [No ___] (1-866-328-4208)	

For the rest of the questions we would like to find out how satisfied you are with this new system. Please give us an idea of how much you agree with the following statements about the system. In order to get a clear idea, we would like to ask you give a score between 1 and 5 for each statement. The meaning of the score is:

1 = Strongly Disagree 2 = Disagree 3 = Slightly Disagree 4 = Agree 5 = Strongly Agree 0 = Not sure or Not Applicable

Another way to think about this is that 1 means you are **definitely not satisfied** at all with the statement and 5 means you are **very satisfied** with the statement. So any score between 1 and 5 is OK. We will put a score of 0 if you're not sure.

13. The EBT Training Help Line helped you to understand how to use your EBT card. _____	P R # 2
14. The training materials that came with your card helped you understand how to use your EBT card. _____	
15. The EBT video at the County office helped you understand how to use your EBT card. _____	
16. Have you ever called the EBT Customer Service Help Line? [Yes___ No ___] If NO, skip to Question 24.	P R O B E # 3
17. When you called the EBT Customer Service Help Line, it was easy for you to report a lost or stolen card. . _____	
18. When you called the EBT Customer Service Help Line, it was easy for you to change your PIN. _____	
19. When you called the EBT Customer Service Help Line, it was easy to get your account history information. _____	
20. When you called the EBT Customer Service Help Line, it was easy to find out how many remaining free cash withdrawals you had left. _____	
21. It was easy for you to use the EBT Customer Service Help Line. _____	
21.1 It was difficult for you to use the EBT Customer Service Help Line. _____	

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22. You were able to talk to a live person when you needed to. _____ 23. When you talked to a live person, that person was helpful. _____	P R C E # 4	
24. You can use your EBT card at the same stores where you used to spend your food stamp coupons. _____ 25. Do you get cash benefits on your EBT card? [Yes___ No ___] If NO, skip to Question 31. 26. There are places where you can use your EBT card to get cash near where you live, work, or shop. _____ 27. Most lines at ATMs are usually short when you want to use your card. _____ <i>27.1 Most lines at ATMs are usually long when you want to use your card.</i> _____ 28. When you needed all your cash benefits on the same day, you were able to get them. _____ 29. You know how to get your cash without paying a fee. _____ 30. It is just as easy to get your cash benefits with EBT as when you got a check from the county. _____ <i>30.1 It is harder to get your cash benefits with EBT than when you got a check from the county.</i> _____		
31. You like EBT. ___ 1 = Strongly Disagree 2 = Disagree 3 = Slightly Disagree 4 = Agree 5 = Strongly Agree 0 = Not sure or Not Applicable		PROBE #5

<u>PROBE #1:</u> USEFULNESS OF NOTICES / SATISFACTION WITH CARD ISSUANCE: (DIDN'T GET NOTICES? DID NOT UNDERSTAND NOTICES? PROBLEMS / DELAYS GETTING CARD?)
<u>PROBE #2:</u> HELPFULNESS OF TRAINING: (NOT SURE ABOUT HOW TO CHANGE YOUR PIN? OR REPORT A LOST OR STOLEN CARD? PROBLEMS UNDERSTANDING TRAINING MATERIALS?)
<u>PROBE #3:</u> USEFULNESS OF CUSTOMER SERVICE: (EASY TO REPORT A LOST OR STOLEN CARD? EASY TO CHANGE PIN? EASY TO TALK TO A LIVE PERSON?)
<u>PROBE #4:</u> SATISFACTION WITH ACCESS: (ATMs BROKEN? FAVORITE STORE NOT DOING EBT? WHICH ONE?)

PROBE #5: SATISFACTION WITH EBT: (WHAT DO YOU LIKE OR NOT LIKE ABOUT EBT? HOW CAN WE IMPROVE IT?)

Thanks for taking time to answer our questions.

Demographic Notes (completed immediately after the interview):

1. Approximate age of client: ____ 20-30 ____ 30-40 ____ 40 – 50 ____ 50–60 ____ over 60
2. Ethnic group: ____ Asian ____ African American ____ Hispanic ____ Caucasian ____ Other
3. Gender: ____ male ____ female
4. Other notes e.g., handicapped, language used if other than English, or other issues/obstacles that the interviewer might notice

Surveyor ID (completed prior to entering the field)

Survey #: *(from first page of survey form)* _____

1. Name: _____
2. Date: _____
3. Location: _____
4. Signature: _____

Client Survey – Yolo County

Survey No. _____

Survey About Client Satisfaction and Understanding

Of the EBT Card (Yolo County)

We would like to ask you if you are using the new EBT system. We are doing a survey to find out how to make the system work better for you. We do not need your name or personal information. Your answers will only be used to improve the system.

1 = yes

2 = No

0 = N/A

1. Did you or someone in your family receive any notices about the switch to the EBT system? [Yes___] [No___]
2. Did the EBT notices help you understand how the switch to the EBT system would happen? [Yes___] [No___]
3. Did the notices make it clear how you would get your first EBT card? [Yes___] [No___] [Not Applicable (N/A)___]
4. Did you have any problems getting your first EBT card? [Yes___] [No___] [Not Applicable (N/A)___]
5. If you needed to get a replacement card, did you have any problems getting it? [Yes___] [No___]

6. Do you know about the Automated Telephone Service (Customer Service Help Line) for EBT? [Yes___] [No___] (1-877-328-9677)
7. Do you know you can change your PIN? [Yes___] [No___]
8. Do you know how to report a lost or stolen card? [Yes___] [No___]

For the rest of the questions we would like to find out how satisfied you are with this new system. Please give us an idea of how much you agree with the following statements about the system. In order to get a clear idea, we would like to ask you give a score between 1 and 5 for each statement. The meaning of the score is:

1 = Strongly Disagree 2 = Disagree 3 = Slightly Disagree 4 = Agree 5 = Strongly Agree 0 = Not sure or Not Applicable

Another way to think about this is that 1 means you are **definitely not satisfied** at all with the statement and 5 means you are **very satisfied** with the statement. So any score between 1 and 5 is OK. We will put a score of 0 if you're not sure.

9. The training materials that came with your card helped you understand how to use your EBT card. _____

PR#2

10. The EBT video at the County office helped you understand how to use your EBT card. _____

11. Have you ever called the EBT Customer Service Help Line? [Yes___ No___] **If NO, skip to Question 24.**

12. When you called the EBT Customer Service Help Line, it was easy for you to report a lost or stolen card. . _____

13. When you called the EBT Customer Service Help Line, it was easy for you to change your PIN. _____

14. When you called the EBT Customer Service Help Line, it was easy to get your account history information. _____

15. When you called the EBT Customer Service Help Line, it was easy to find out how many remaining free cash withdrawals you had left. _____

16. It was easy for you to use the EBT Customer Service Help Line. _____

16..1a It was difficult for you to use the EBT Customer Service Help Line. _____

17. You were able to talk to a live person when you needed to. _____

PROBE #3

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18. When you talked to a live person, that person was helpful. _____	
19. You can use your EBT card at the same stores where you used to spend your food stamp coupons. _____	PROBE#4
20. Do you get cash benefits on your EBT card? [Yes___ No ___]	
21. There are places where you can use your EBT card to get cash near where you live, work, or shop. _____	
22. Most lines at ATMs are usually short when you want to use your card. _____ 22.1 Most lines at ATMs are usually long when you want to use your card. _____	
23. When you needed all your cash benefits on the same day, you were able to get them. _____	
24. You know how to get your cash without paying a fee. _____	
25. It is just as easy to get your cash benefits with EBT as when you got a check from the county. _____ 25.1 It is harder to get your cash benefits with EBT than when you got a check from the county. _____	
26. YOU LIKE EBT. _____	PROBE #5

<p><u>PROBE #1:</u> USEFULNESS OF NOTICES / SATISFACTION WITH CARD ISSUANCE: (DIDN'T GET NOTICES? DID NOT UNDERSTAND NOTICES? PROBLEMS / DELAYS GETTING CARD?)</p>
<p><u>PROBE #2:</u> HELPFULNESS OF TRAINING: (NOT SURE ABOUT HOW TO CHANGE YOUR PIN? OR REPORT A LOST OR STOLEN CARD? PROBLEMS UNDERSTANDING TRAINING MATERIALS?)</p>
<p><u>PROBE #3:</u> USEFULNESS OF CUSTOMER SERVICE: (EASY TO REPORT A LOST OR STOLEN CARD? EASY TO CHANGE PIN? EASY TO TALK TO A LIVE PERSON?)</p>
<p><u>PROBE #4:</u> SATISFACTION WITH ACCESS: (ATMs BROKEN? FAVORITE STORE NOT DOING EBT? WHICH ONE?)</p>

PROBE #5: SATISFACTION WITH EBT: (WHAT DO YOU LIKE OR NOT LIKE ABOUT EBT? HOW CAN WE IMPROVE IT?)

Thanks for taking time to answer our questions.

Demographic Notes (completed immediately after the interview):

- Approximate age of client: ____ 20-30 ____ 30-40 ____ 40 – 50 ____ 50-60 ____ over 60
- Ethnic group: ____ Asian ____ African American ____ Hispanic ____ Caucasian ____ Other
- Gender: ____ male ____ female
- Other notes e.g., handicapped, language used if other than English, or other issues/obstacles that the interviewer might notice

Surveyor ID (completed prior to entering the field)

Survey #: *(from first page of survey form)* _____

- Name: _____
- Date: _____
- Location: _____
- Signature: _____

Retail Clerk Survey – Alameda County

Survey No. _____
**Retail Clerk Survey of Client Satisfaction and Understanding
of EBT Delivery System (Alameda County)**

We would like to ask you if you are using the new EBT system. We are doing a survey to find out how to make the system work better for you and your customers. We do not need your name or personal information. Your answers will only be used to improve the system.

1. Your EBT customers understand how to use their EBT cards.
1= Strongly Disagree 2 = Disagree 3 = Slightly Disagree 4 = Agree 5 = Strongly Agree 0 = Not sure or Not Applicable [☐]

2. Have you encountered any problems while handling EBT? (Follow up with 3a, 3b, and 3c)
[Yes ☐] [No ☐] [Not Applicable (N/A) ☐]

3a. Card does not work.
1= Very rarely 2 = Rarely 3 = Sometimes 4 = Often 5 = Very often 0 = Not sure or Not Applicable [☐]

3b. Client forgot PIN.
1= Very rarely 2 = Rarely 3 = Sometimes 4 = Often 5 = Very often 0 = Not sure or Not Applicable [☐]

3c. Client has insufficient funds (or does not know the balance) in their account.
1= Very rarely 2 = Rarely 3 = Sometimes 4 = Often 5 = Very often 0 = Not sure or Not Applicable [☐]

PROBE #1: OTHER PROBLEMS THAT EBT CUSTOMERS HAVE: If any, what kinds of questions/problems, do EBT users have?

PROBE #2: SATISFACTION WITH EBT What do you like or dislike about EBT? Do you have any "lessons learned" about EBT that can be shared with others as we expand the program to other counties?

Thanks for taking time to answer our questions.

Demographic Notes (completed immediately after the interview):

5. Approximate age of client: ☐ 20-30 ☐ 30-40 ☐ 40 – 50 ☐ 50–60 ☐ over 60
6. Ethnic group: ☐ Asian ☐ African American ☐ Hispanic ☐ Caucasian ☐ Other
7. Gender: ☐ male ☐ female
8. Other notes

Surveyor ID (completed prior to entering the field)

Survey #: *(from first page of survey form)* _____

- Name: _____
- Date: _____
- Location: _____
- Signature: _____

CBO Interview Guide – Alameda County

**Interview Guide for CBO Operators and Staff:
Conducted in Support of Survey of
Client Satisfaction and Understanding
Of EBT Delivery System**

Directions:

Surveyors should structure their conversations/interview with CBO operators and staff to gather data around the following questions:

- Do clients understand how to use their EBT cards? (C1-1C11)
- It is as easy for clients to get cash benefits with EBT as when they got a check from the county? (B1-2C4)
- Are clients able to use their EBT cards at the same stores where they used to spend food stamp coupons? (E1-3C1)
- Are clients able to make good use of the EBT Customer Service Help Line? (F1-1C5 and F1-1C6)

Other Questions (as time and circumstances permit, pursue the following items)

- Do you think clients got adequate advance notice about the switch to EBT?
- Did you hear of problems that clients experienced in getting their initial EBT card? (Get details, if possible)
- Are you hearing complaints from clients about the length of time it takes to get a replacement card?
- Are you hearing other complaints from clients regarding the use of an EBT card?
- Are clients telling you that they like/don't like EBT better than (or, as well as) Food Stamp coupons and paper checks from the county?
- Any other thoughts you would like to share with us regarding the EBT card?